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Approved For Release 2002/01/29 : CIA-RDP78-06370A000100010020-3

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OTR BULLETIN

**AUGUST -
SEPTEMBER
1966**

GROUP 1
EXCLUDED FROM AUTOMATIC
DOWNGRADING AND
DECLASSIFICATION

Approved For Release 2002/01/29 : CIA-RDP78-06370A000100010020-3

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IN THIS ISSUE

The schedule of OTR courses from September through December 1966 is published on pages 6 through 9. (Some late changes are noted on page 1.)

A list of Chief Instructors for OTR courses begins on page 15.

How reviewing material presented in an OTR intelligence course has been "programed" is described on page 18.

Selected courses from the Civil Service Commission's Interagency Training Program are outlined beginning on page 21.

Tentative presentations for the 1966-67 academic year in the Off-Campus Program at the Agency are listed on pages 25-27.

Fall schedule of Washington-area universities begins on page 28.

Directories of the Office of Training and Agency Training Officers follow on pages 31, 32, and 33.

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BULLETIN BOARD

OTR COURSE The Midcareer Executive Development Course # 10 is
ANNOUNCEMENTS scheduled for 19 September - 28 October. The first
phase is now a presentation of the Managerial Grid
concept. (This course is a TSB course; deadline for
nominations was 5 August. The next course will be
given in January 1967.)

The schedule for Management and Supervision courses
is still pending.

New dates have been set for the Intelligence Review
course. It will be held 31 October - 10 November in-
stead of 24 October - 4 November.

████████████████████ will be given 12 - 30 Septem-
ber instead of 6 - 23 September.

"Field Finance and Logistics" is the name of the course
formerly called "Finance and Logistics: Small Stations."
The next running open to Agency employees is 29 August -
16 September. (The 7 - 25 November running is for
Support CTs only.)

The Chiefs of Station Seminar has been scheduled for
31 October - 10 November. Note that this is coordinated
so that it will not conflict with the National Interdepart-
mental Seminar.

NATIONAL The 27th session of the National Interdepartmental
INTER- Seminar on Problems of Development and Internal De-
DEPARTMENTAL fense will be 12 September - 7 October. The Agency's
SEMINARS quota is eight. Attendance at NIS is a prerequisite to
assignment of DDP officers to key positions in under-
developed countries. Subsequent seminars will be held:

| | |
|------|---|
| 1966 | 21 Nov - 16 Dec |
| 1967 | 23 Jan - 17 Feb; 13 Mar - 7 Apr; 1 - 26 May |

25X1A

TRAINING [REDACTED] has been
PERSONNEL designated Training Officer for DDP/EUR.

DDS&T training responsibilities in certain offices
have been decentralized as follows:

25X1A

Training Officers:

FMSAC
OEL
ORD
OSP

FMSAC
OEL
ORD

TRAINING The Foreign Affairs Program Management Seminar
SELECTION has been suspended by the Foreign Service Institute
BOARD of the Department of State. The Agency had been par-
PROGRAMS ticipating in the seminar, CIA nominees being subject
to action by the Agency's Training Selection Board.
This program should be deleted from listings of TSB
courses and programs.

Training Officers should note also that individual
components do not budget for Training Selection Board
programs, including academic training for a full year.

PERTINENCE OF A recent survey addressed to 131 former students of
BIOGRAPHIC the Clandestine Services Namecheck course evoked
RESEARCH responses from 90. Eighty-four of the respondents
TRAINING were engaged in biographic research to at least some
degree. Only five had been transferred from name-
check duties since taking the course. The one student
unaccounted for in the above statistics was an assist-
ant to the instructor who obtained credit for the course
because of this activity. Five of the students had taken
the course to increase their capability of managing bio-
graphic researchers; another five had enrolled with the
expectation that they would perform this type of research
as auxiliary duties. The Namecheck course has now been
superseded by Clandestine Services Records II (Biograph-
ic Research), the scope of which was detailed in Special
Bulletin [REDACTED] dated 19 April 1966. This course,
too, should enjoy the same high pertinence ratio.

25X1A

Dates of forthcoming CS Records II courses are:

| <u>1966</u> | <u>1967</u> |
|------------------------|------------------|
| 19 - 23 September | 13 - 17 February |
| 17 - 21 October | 27 - 31 March |
| 28 November-2 December | 8 - 12 May |

OPERATIONS Training Officers please note that the 12 September-
FAMILIARIZATION 21 October running of the Operations Familiarization
COURSE course is open to Agency employees in general. This
course is designed to provide a basic understanding of
the fundamentals of clandestine operations. Participa-
tion in the December - January course will be limited
to Career Trainees.

INTELLIGENCE It is anticipated that arrangements can be made to hold
ORIENTATION the September - October running of the Intelligence
COURSE Orientation course (Introduction to Intelligence and
Introduction to Communism) in the Auditorium at Head-
quarters. Training Officers should plan to utilize this
opportunity to schedule as many as possible to take
this required program. A Special Bulletin will an-
nounce particulars when they are final.

SCHEDULE The OTR Calendar section of this and the June-July
OF issue of the Bulletin has been the vehicle for announcing
COURSES the schedule of OTR courses through the end of Decem-
ber 1966. It is suggested that these pages be retained
as a reference. Changes, including additions or modi-
fications of dates, will be announced in subsequent
issues of the Bulletin or in Special Bulletins.

INTERAGENCY All Training Officers, including Senior Training Officers,
TRAINING should by now have received a copy of the Civil Service
PROGRAMS Commission's bulletin "Interagency Training Programs -
BULLETIN 1966-1967." The bulletin gives information on training
available for interagency participation during FY 1967.
Consult your Training Officer for details on specific
courses. A limited number of additional copies of the
bulletin are available in the OTR Registrar's office,
extension [REDACTED]

25X1A

CLERICAL OTR's refresher courses in typewriting and short-
TRAINING hand will be given:

AND
TESTING

12 September - 7 October
17 October - (Thurs) 10 November
21 November - 16 December

Before employees take either typing or shorthand, or both, they are required to take the pretest given by the Clerical Training Faculty/Support School. The results are used by the instructor to determine the class assignment.

Submission to AIB/RS of a Form 73 for the Clerical Refresher course is all that is required to initiate testing. Training Officers are notified by the CTF of the time and place applicants are to report for tests.

A Reminder: All clerical testing and training is given at 1016 16th Street, N. W.

For the above scheduled courses, pretests are scheduled as follows:

Typing: 7 September, 12 October, 16 November

Shorthand: 8 September, 13 October, 17 November

QUALIFICATION TESTS

OTR's Clerical Training Faculty administers the Agency's tests for qualifying clericals as stenographers and as typists. The time and place of testing are assigned when the Training Officer or Personnel Officer registers an employee. Registration is arranged directly with the CTF, extension [REDACTED]

25X1A

Tests will be given in:

Typing: 22 August, 6 September, 26 September,
10 October, 31 October, 14 November,
5 December, 19 December

Shorthand: 23 August, 6 September, 27 September,
11 October, 1 November, 15 November
6 December, 20 December

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"G. I. BILL" Since 1 June, veterans have been eligible for benefits under a permanent program of educational assistance provided by Public Law 89-358. Generally, honorably discharged members of the Armed Forces who have served more than 180 days may receive an allowance for educational purposes at the rate of one month's allowance for each month or fraction thereof of active duty up to a maximum of 36 months. The veteran may participate in full-time or part-time institutional programs or in a cooperative program, the allowance varying not only in relation to the type of program he chooses but in relation to the number of his dependents. Specific questions with regard to the financial assistance under the "G. I. Bill" should be addressed to the Veterans Administration, which will also supply necessary application forms. In Washington, the telephone number to call is DUpont 9-2765. (The Registrar's office cannot provide adequate individual advice.)

DISTRIBUTION Every effort is made to keep the distribution list for
OF the OTR Bulletin current. Changes in addresses,
OTR BULLETIN changes in distribution requirements, or requests
for additional copies of specific issues should be referred to the editor of the Bulletin, extension [REDACTED]

25X1A

AVE MIKE'S LIFE! An urgent call has gone out for volunteers to aid in saving the life of Mike. Mike, sometimes referred to as microphone, is often abused by bullies who take advantage of their greater size by pounding poor Mike about the head and body and adding injury to insult by blowing violently into his face. The blowing forces moisture down Mike's throat and can take his life. Assist in this worthwhile project to protect Mike by employing him in a manner that takes into consideration his delicate constitution. To test his usefulness, simply speak to him in your normal voice and let another person inform you whether his response is correct. Pounding or blowing are of little value unless your presentation consists of such sounds. The Audio Aids Section technicians would prefer that you rely on speech for testing audio systems since the equipment is always set for the speaking levels used by our professional lecturers. An instructor wishing to make a test can call extension [REDACTED] and the audio technicians will be glad to assist.

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OTR CALENDAR

| SEPTEMBER | | | | | | |
|-----------|----|----|----|----|----|----|
| S | M | T | W | T | F | S |
| | | | | 1 | 2 | 3 |
| 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| 18 | 19 | 20 | 21 | 22 | 23 | 24 |
| 25 | 26 | 27 | 28 | 29 | 30 | |

| | |
|--|-------------------|
| Administrative Procedures | 19 - 30 Sep |
| China Familiarization | 12 - 16 Sep |
| CIA Review | 13 Sep |
| CS Records I | 12, 14, 16 Sep |
| CS Records II | 19 - 23 Sep |
| CS Records III | 27 - 28 Sep |
| Clandestine Services Review | 27 Sep - 6 Oct |
| Clerical Refresher | 12 Sep - 7 Oct |
| Communist Party Organization and Operations | 19 Sep - 14 Oct |
| Counterintelligence Operations | (Tues) 6 - 23 Sep |
| Effective Speaking | 7 Sep - 16 Nov |
| Information Reporting, Reports, and Requirements | 12 - 30 Sep |
| Intelligence Research (Map & Photo Interpretation) | 12 Sep - 14 Oct |
| Intelligence Research Techniques | 12 Sep - 7 Oct |
| Introduction to Communism | 26 Sep - 7 Oct |
| Introduction to Intelligence | 12 - 23 Sep |
| Midcareer Executive Development | 19 Sep - 28 Oct |
| | 12 - 30 Sep |
| Operations Familiarization | 12 Sep - 21 Oct |
| Orientation for Overseas | (Tues) 6 - 7 Sep |
| Vietnam Orientation | 12 - 16 Sep |
| Writing Workshop (Basic) | 13 Sep - 6 Oct |
| Writing Workshop (Intermediate) | 12 Sep - 5 Oct |

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| OCTOBER | | | | | | |
|---------|----|----|----|----|----|----|
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| 9 | 10 | 11 | 12 | 13 | 14 | 15 |
| 16 | 17 | 18 | 19 | 20 | 21 | 22 |
| 23 | 24 | 25 | 26 | 27 | 28 | 29 |
| 30 | 31 | | | | | |

| | |
|--|-----------------|
| Basic Country Survey: USSR | 17 - 28 Oct |
| CIA Review | 11 Oct |
| CS Records I | 10, 12, 14 Oct |
| CS Records II | 17 - 21 Oct |
| Clandestine Scientific & Technical Operations | 31 Oct - 18 Nov |
| Clerical Refresher | 17 Oct - 11 Nov |
| Counterintelligence Familiarization | 3 - 12 Oct |
| Covert Action Operations | 3 - 21 Oct |
| Field Finance and Logistics | 31 Oct - 18 Nov |
| Information Reporting, Reports, and Requirements | 31 Oct - 18 Nov |
| Information Reports Familiarization | 10 - 14 Oct |
| | 17 - 21 Oct |
| Intelligence Production (for CTs) | 24 Oct - 23 Dec |
| Intelligence Review | 31 Oct - 10 Nov |
| Intelligence Techniques (for CTs) | 17 Oct - 4 Nov |
| Introduction to Intelligence (for CTs) | 3 - 14 Oct |
| | 31 Oct - 23 Nov |
| Operations Support | 3 - 28 Oct |
| Orientation for Overseas | 4 - 5 Oct |
| Project USEFUL | 24 - 28 Oct |
| Senior Management Seminar | late Oct |
| Support Services (for CTs) | 24 Oct - 16 Dec |
| Chiefs of Station Seminar | 31 Oct - 10 Nov |

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| NOVEMBER | | | | | | |
|----------|----|----|----|----|----|----|
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| 13 | 14 | 15 | 16 | 17 | 18 | 19 |
| 20 | 21 | 22 | 23 | 24 | 25 | 26 |
| 27 | 28 | 29 | 30 | | | |

| | |
|---|---------------------|
| Administrative Procedures | 28 Nov - 9 Dec |
| China Familiarization | 14 - 18 Nov |
| CIA Review | 8 Nov |
| Clerical Refresher | 21 Nov - 16 Dec |
| CS Records I | 21, 22, 23 Nov |
| CS Records II | 28 Nov - 2 Dec |
| Counterintelligence Operations | 7 Nov - 2 Dec |
| Effective Speaking (at NPIC) | 23 Nov - 8 Feb 1967 |
| Field Finance and Logistics (for Support CTs) | 7 - 25 Nov |
| Introduction to Intelligence | 21 Nov - 2 Dec |
| Introduction to Communism | 5 - 16 Dec |
| Orientation for Overseas | 1 - 2 Nov |
| Writing Workshop (Basic) | 21 Nov - 14 Dec |

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| DECEMBER | | | | | | |
|----------|----|----|----|----|----|----|
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| 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| 18 | 19 | 20 | 21 | 22 | 23 | 24 |
| 25 | 26 | 27 | 28 | 29 | 30 | 31 |

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CIA Review
CS Records III
Counterintelligence Familiarization
[REDACTED]
Information Reports Familiarization

Orientation for Overseas
Operations Familiarization

13 Dec
19 - 20 Dec
12 - 21 Dec
5 - 16 Dec
5 - 9 Dec
12 - 16 Dec
6 - 7 Dec
5 Dec - 20 Jan

OTR COURSES Scheduled on OTR Calendar

Administrative Procedures (2 wks - all day)

For clerical employees who support the CS at headquarters. Covers the organization, functions, procedures, and regulations of the Agency. Emphasis is on the CS.

Basic Country Survey: USSR (2 wks - all day)

For employees whose work requires a basic and comprehensive knowledge of the Soviet Union. A brief study of Tzarist Russia and developments since the Communist seizure of power.

Chiefs of Station Seminar (2 wks - all day)

For chiefs of small and medium-sized stations, deputy chiefs of stations, and chiefs of bases. Focus is on the person of the Chief of Station and his administrative and operational responsibilities. Enrollment limited to 18.

China Familiarization (1 wk - all day)

For professional employees. Covers survey of mainland China's geography, history, economic factors, and its role in foreign affairs. Provides introduction to the Chinese language, including pronunciation.

CIA Review (1 1/2 hrs - morning)

For all returnees from the field. Covers recent organizational developments in the Agency. Includes the security reindoctrination lecture.

Clandestine Scientific and Technical Operations (3 wks - all day)

For middle-grade and senior officers of the CS and DDS&T. Covers collection responsibilities of the CS in S&T operations, fundamentals of guided missiles, biological and chemical warfare, and use of nuclear power. Field trips. Enrollment limited to 20.

Clandestine Services Review (8 days - all day)

For CS officers who have recently returned from overseas assignment. Covers the organization and function of the directorates, the DDP in detail. Enrollment limited to 40.

Clandestine Services Records I (Introduction) (1 wk - part time)

For all levels of CS personnel. The CS Records System: input, maintenance and retrieval methods, and the disposition, disposal and destruction of records. A prerequisite for CS Records II and III and to CI Familiarization, CI Support and CI Operations. Enrollment limited to 40.

Clandestine Services Records II (Biographic Research) (1 wk - part time)

For all levels of CS personnel. Principles, techniques and specific procedures used in exploiting the records of the Agency and other resources for biographic information. Enrollment limited to 25.

Clandestine Services Records III (Records Officers Briefing) (2 days - part time)

Completion of this course is one of the requirements to qualify as a CS Records Officer. A review of operational factors and relationships upon which decisions are made to destroy or retain CS operations records, to amend index and file elements and to desensitize documents or files. Enrollment limited to 20.

Clerical Refresher (4 wks - morning)

For clerical employees, to improve their accuracy and to develop their speed in either shorthand or typewriting. Employees may take separate instruction in either skill.

Communist Party and Anticommunist Operations (4 wks - part time)

For professional employees concerned with communist party matters. Deals with the organization and activities of communist parties and with the planning and implementation of operations carried out by the Agency or liaison services aimed at the penetration of these parties.

Counterintelligence Familiarization (8 days - all day)

For Agency employees. Covers terminology, authorities, missions and activities of CI; exploitation of CI records and reporting.

Counterintelligence Operations (3 wks - all day)

For CS officers who will plan, manage, and engage in CI operations in the field or who will guide and support CI programs and operations in the field from Headquarters. Emphasis is placed on the identification and selection of CI targets and the organization and implementation of CI operations in the field. Enrollment limited to 10.

Covert Action Operations (3 wks - part time)

For CS officers responsible for supporting and conducting CA operations at Headquarters or in the field. Provides a comprehensive orientation of current [REDACTED] operations with priority given to critical situations in specific nations. Enrollment limited to 20.

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Effective Speaking (11 wks - morning - Wednesday)

For professional personnel. Covers principles of speaking as they relate to oral presentation. Includes a lecture on selection and use of graphic aids.

Field Finance and Logistics (3 wks - all day)

For operational support assistants and support officers required to maintain budgetary, financial, and property records at a Class B, C, Type II, or Type III Station. Emphasis is on all facets of field financial responsibilities.

Information Reporting, Reports, and Requirements (3 wks - all day)

For CS employees required to report intelligence information. Covers official policies and procedures for completing a report as well as practical exercises. Enrollment limited to 10.

Information Reports Familiarization (1 wk - all day)

For CS employees assigned as junior reports officers or those assigned to type CS reports and intelligence cables. Enrollment limited to eight.

Intelligence Review (2 wks - all day)

For middle-grade and senior officers. Covers the Agency's development under the central intelligence concept, recent organizational developments to meet current and future responsibilities, changes in functions of the intelligence community, problems of coordination, and future trends in intelligence.

Introduction to Communism (2 wks - all day)

For professional employees at EOD. Covers historical development of the USSR and Communist China and the doctrine, organization and operations of the Communist movement.

Introduction to Intelligence (2 wks - all day)

For professional employees at EOD. Covers concepts of intelligence, the intelligence agencies of the U.S. Government, and the Agency's responsibility for collection, production, and dissemination of intelligence. Includes the fundamentals of American beliefs and practices.

Management (1 wk - all day)

For officers in Grades GS 11 through GS 14. Covers up-to-date practices and attitudes applied in planning, directing and managing the work of others.

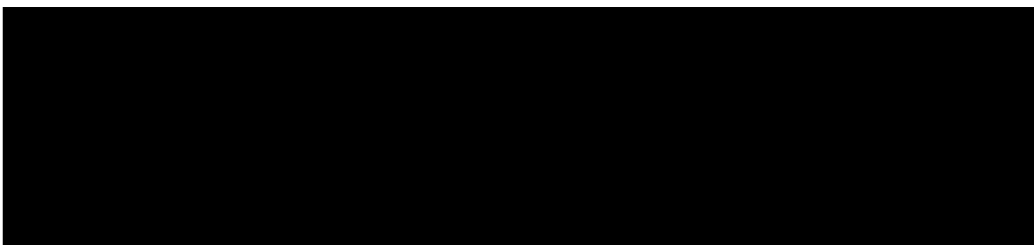
Managerial Grid Seminar (1 wk - all day)

For selected middle-level officers. The Managerial Grid concept of classifying leadership and managerial styles is examined. Personal managerial styles are analyzed through team and individual exercises designed to permit the understanding of the managerial styles of others to serve as a means of diagnosing problems which prevent effectiveness at any organizational level. Priority will be given to individuals whose supervisors have had the grid.

25X1A

Midcareer Executive Development (6 wks - all day - 240 hrs)

For designated midcareerists. Covers the activities of components of the Agency, the U.S. Government in its national and international setting, and problems of management.



Operations Familiarization (6 wks - all day)

For CS and non-CS officers whose responsibilities in support of operations require adequate familiarization with functions of the case officer and with the programs and operations of the CS.

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Operations Support (4 wks - all day)

For CS employees who support the CS at headquarters or in the field. Covers name checks, foreign travel, dispatch, pouch and cable procedures, and familiarization with tradecraft terminology. Instruction is directed to the activities in the field station.

Orientation for Overseas (2 days - all day)

For employees (and spouses) assigned to an overseas post for the first time. Covers the Agency's mission and functions, security, cover, legal and medical advice, and working effectively with people of other cultures.

Project USEFUL (1 wk - all day)

For U. S. military officers (field grade and above) and civilians in the military (GS 13 and above). Covers functions and capabilities of the Agency to support the military and the support the Agency requires of the military.

Senior Management Seminar (1 wk - all day - starts Sunday p.m.)

For GS 15s and above. Selection by Senior Training Officers. Conducted by contract instructor; features managerial grid.

Supervision (1 wk - all day)

For employees in Grades GS 5 through GS 10 who are responsible for supervision at the first level. Covers problems in planning and directing the work of others. Includes factors in motivation and communication.

Vietnam Orientation (1 wk - all day)

For senior and middle-grade officers of the CS and for junior CS officers whose work is directly related to the Agency's role in Vietnam. A familiarization on the Agency's mission, doctrine and programs in the area, with a goal to increasing capabilities for planning, supporting and conducting operations.

Writing Workshop (Basic) (4 wks - morning - Tues & Thurs)

For professional employees. (Non-professionals may attend under certain circumstances.) Covers basic principles of grammar and rhetoric, and elements of sentence construction and paragraph structure.

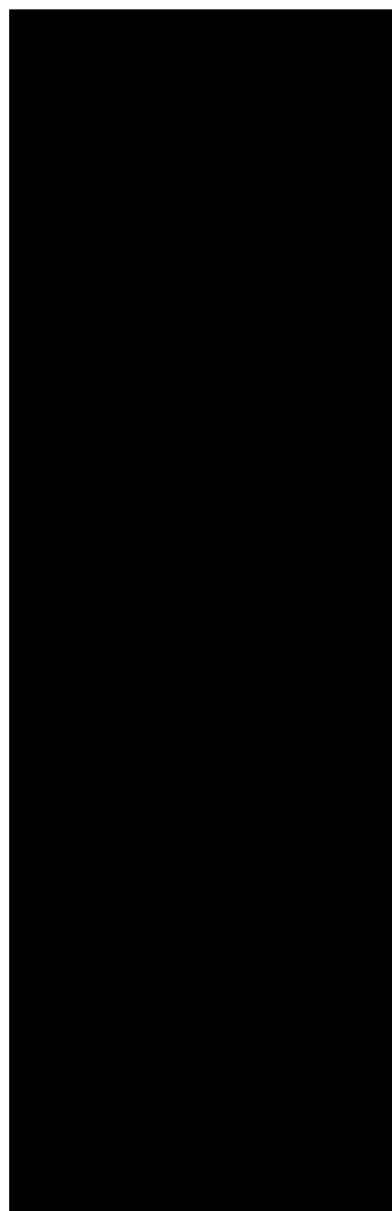
Writing Workshop (Intermediate) (4 wks - morning - Mon & Wed)

For professional employees. (Non-professionals may attend under certain circumstances.) Covers principles of good writing, including clarity, accuracy, and logic.

CHIEF INSTRUCTORS--OTR COURSES

25X1A

| <u>Course</u> | <u>Instructor</u> |
|--|-------------------|
| Administrative Procedures | |
| Air Operations | |
| Basic Country Survey of USSR | |
| Briefing Techniques | |
| CIA Introduction | |
| CIA Review | |
| Challenge of Worldwide Communism | |
| Chiefs of Station Seminar | |
| China Familiarization | |
| Clandestine Scientific and Technical Operations | |
| Clandestine Services Records I, II, III | |
| Clandestine Services Review | |
| Clerical Induction | |
| Clerical Orientation | |
| Clerical Refresher - English Usage Review Typing & Shorthand | |
| Communist Party Organization and Operations. | |
| Conference Techniques | |



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Counterintelligence Familiarization

Counterintelligence Operations

Covert Action Operations

DIA/JCS Orientation

Effective Speaking

Evasion and Escape

Field Finance and Logistics

Finance

Logistics

Filing Workshop

Geography of USSR

Information Reporting, Reports
and Requirements

Information Reports Familiarization

Instructor Training

Intelligence Production

Intelligence Research - Map and
Photo Interpretation

Intelligence Research Techniques

Intelligence Review

Intelligence Techniques

Introduction to Communism

Introduction to Intelligence

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Management

Maritime Operations

Midcareer Executive Development
Course

25X1A

Operations

Operations Familiarization

Operations Support

Orientation for Overseas

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Orientation for Training Assistants

Orientation for Training Officers

Project USEFUL

Senior Management Seminar

Special Operations

Staybehind Operations

Supervision

Support Services

Typing for Professionals (Basic)

Vietnam Orientation

Writing Workshop (Advanced)

Writing Workshop (Basic)

Writing Workshop (Correspondence)

Writing Workshop (Intermediate)

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PROGRAMED REVIEW in INTELLIGENCE INSTRUCTION

Students are now using a programed approach in reviewing considerable data presented in certain of OTR's formal courses which provide orientation on the intelligence process and the intelligence community. They use a mechanical device which was adapted to classified training materials by two members of the faculty of OTR's Intelligence School.

Utilizing this "self-review" device, students can progress through a program of ten major course elements, obtaining correct responses to some 200 questions and statements covering such things as basic definitions of intelligence, functional responsibilities of organizational components, and significant national security concepts. By inserting a special stylus into preslotted, preprinted cards which fit into a plastic and metal carrier, students can select the correct answer from among four multiple-choice responses to questions. They advance at their own speed and may repeat any portion of the review.

Developed during the past year from a commercial kit costing three dollars, the device has already been used by more than 500 Agency employees registered in both formal courses and tutorial programs conducted by the Orientation and Briefing Faculty of the Intelligence School. A preliminary assessment, based on the observations of students as well as instructors, shows that a number of training values have been gained: (1) There is enhanced motivation of interest in course content; (2) understanding and retention are measurably improved; (3) immediate authoritative responses are available to students, even when instructors are otherwise occupied; (4) much review and research time is saved and thus can be put to more productive use; (5) up-dating or modification of instructional material is simple and inexpensive.

The popularity of this device, its low cost, its proven utility, and its broad potential suggest that programed instructional material does not have to be sophisticated to be successful. Indeed, OTR instructors are already considering refinements of this device and anticipate that with the added flexibility thus gained it will soon be applied to additional material.

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EDUCATION

Whom, then, do I call educated? First, those who manage well the circumstances which they encounter day by day and who possess a judgment which is accurate in meeting occasions as they arise and rarely misses the expedient course of action; next, those who are decent and honorable in their intercourse with all men, bearing easily and goodnatureedly what is unpleasant or offensive in others, and being themselves as agreeable and reasonable to their associates as it is humanly possible to be; furthermore, those who hold their pleasures always under control and are not unduly overcome by their misfortunes, bearing up under them bravely and in a manner worthy of our common nature; finally, and most important of all, those who are not spoiled by their successes and who do not desert their true selves, but hold their ground steadfastly as wise and soberminded men, rejoicing no more in the good things which have come to them through chance than in those which through their own nature and intelligence are theirs since birth. Those who have a character which is in accord, not with one of these things, but with all of them--these I maintain are educated and whole men, possessed of all the virtues of a man.

CPYRGHT

Isocrates in "Panathenaicus"
436-388 B. C.

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NON-AGENCY TRAINING

This section of the OTR Bulletin contains information on non-CIA courses or programs related to career development of CIA employees. Attendance may be sponsored by the Agency or it may be self-sponsored. The Training Officer must be consulted on Agency-sponsored training.

Agency Sponsorship:

A Form 136, "Request for Training at Non-Agency Facility" (revised effective June 1966), is sent to the Registrar's office, External Training Branch, by the Training Officer. For overt employees, the completed form is sent directly to ETB. For non-overt applicants the form is sent first to DDP/OPSER/CCS.

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Self-sponsorship:

According to [REDACTED] para c(12), an employee who takes a non-Agency course at his own expense is required to send a written request for approval through administrative channels to the Director of Security. The request will include the subject(s) to be studied, the name and address of the school, the full name(s) of the instructor(s), and the dates and hours of instruction.

For additional information on the courses outlined in this section of the OTR Bulletin or on other external courses, call AIB/RS/TR, extension [REDACTED]. For information on registration, call ETB/RS/TR, extension [REDACTED].

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INTERAGENCY TRAINING PROGRAMS

Civil Service Commission

INTRODUCTION TO SCIENCE AND ENGINEERING IN GOVERNMENT

7 - 9 September 1900 E Street, N. W.
7 - 9 November Washington, D. C.

This three-day program is designed to give junior-level scientists and engineers an opportunity to gain a perspective on their individual roles and that of their agencies within the Federal structure. Subjects examined by leading resource personnel from Federal agencies and universities include governmental policies on science and engineering, the manner in which these policies are reached, and an overview of the nature and diversity of government research and development. For junior-level scientists and engineers from GS-5 through GS-11, especially those with less than three years of Federal service. Cost: \$45.

EXECUTIVE SEMINAR IN OPERATIONS RESEARCH

12 - 13 September 1900 E Street, N. W., Washington, D. C.

This seminar will provide an opportunity for career executives to obtain information, develop ideas, and exchange views on effective management use of operations research. Subject matter includes the capabilities of operations research, the philosophy of operations research, models, illustrations of types of management problems to which operations research can be applied, and operations research and the decision-maker. Strictly technical aspects of operations research will not be stressed. Executives with broad administrative responsibilities, GS-15 and above, are eligible. Cost: \$75.

ADP ORIENTATION

19 - 23 September 1900 E Street, N. W., Washington, D. C.

This program is designed to provide knowledge of the management uses and potential of automatic data processing systems. Emphasis will be given to the capabilities of ADP equipment, effects of ADP on organizational structure, present ADP applications and their results in terms of efficiency and economy, personnel problems created by the introduction of computers, and the future of ADP. Lack of prior familiarity with computer technology or use will not handicap participants. For employees, GS-9 or above, serving in management fields. Cost: \$50.

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INSTITUTE FOR EXECUTIVES IN SCIENTIFIC PROGRAMS:
SCIENCE AND GOVERNMENT POLICY

19 - 23 September 1900 E Street, N. W., Washington, D. C.

Scientists and engineers and key administrators of scientific organizations are given an opportunity to explore important concepts and issues pertaining to the organization and administration of research and engineering activities in the Federal Government. Discussion covers the criteria for choice among scientific programs, the budget for science, technological innovation as an element of economic growth, scientific manpower as a problem of national policy, science in world affairs, the organization of the scientific activities of the Federal Government, and the impact of Federal science programs on our universities. Scientists, engineers, and science administrators, GS-15 or above, who have responsibility for formulating policy or program goals for scientific, engineering, or professional programs in the physical or life sciences, or for significant research or development activities, may attend. Cost: \$150.

FINANCIAL MANAGEMENT FOR OPERATING EXECUTIVES

21 - 22 September 1900 E Street, N. W., Washington, D. C.

This two-day program puts financial management in perspective with regard to the development of sound plans for operations, the development of cost consciousness, evaluating the effectiveness of spending programs, and integrating budgeting, accounting, reporting, and auditing with other management tools. The institute is designed for officials with responsibility for fiscal matters but who are not primarily concerned with financial administration. For GS-14's or above. Cost: \$60.

EXECUTIVE SEMINAR IN MANAGEMENT INFORMATION THEORY

26 - 27 September 1900 E Street, N. W., Washington, D. C.

The objective of this seminar is to explore the concept of information management in the context of organizational structure. Topics discussed include defining organizational objectives, determining information requirements, the influence of organization structure on the generation, processing, and utilization of data, the effects of centralization and decentralization on the information system, and vice versa, the interface of information and decision-making, and the present and future technology of management information systems. For GS-15's and above. Cost: \$75.

ADP SYSTEMS ANALYSIS SEMINAR

28 September - 22 November 1900 E Street, N. W., Washington, D. C.

This seminar consists of an opening half-day session followed by seven full-day sessions a week apart on Wednesdays. Seminar topics are: Principles and Fundamentals of Data Processing; The Computer: What It Is and How It Works; Fundamentals of Programming; Documenting and Charting Present Systems; The Feasibility Study: How To Go About It; Recognizing Potential Application Areas for ADP; Installation and Administration of an ADP Operation; and Management Related Uses of the Computer, e. g. Operations Research. Employees, GS-9 or above, who require information about ADP systems analysis, not programmers or systems analysts themselves, should attend. The one-week ADP Orientation is a useful preparation but is not mandatory. Cost: \$175.

INTRODUCTION TO ADP IN TECHNICAL INFORMATION SYSTEMS

29 - 30 September 1900 E Street, N. W., Washington, D. C.

This is a basic program designed to provide an overview of the uses and potential of ADP along with specific information relating to its application in technical libraries. Topics will include the impact of ADP on library management, a study of current uses of ADP equipment in scientific information systems, information storage and retrieval systems, and future uses of ADP in libraries. Librarians, archivists, information specialists, and others concerned with the storage and retrieval of technical data, GS-9 and above, may attend. Cost: \$75.

IDEAS AND AUTHORS--SCIENCE AND GOVERNMENT # 1

29 September - December 1900 E Street, N. W., Washington, D. C.

Four monthly two-day sessions, the first on 29 and 30 September, have been arranged to provide an opportunity for Federal scientists and science administrators to meet informally with authors whose books constitute significant contributions to better understanding of government-science relationships and the formulation of Federal science policies. The program is intended for Federal scientists, engineers, administrators, and managers, GS-15 and above, who have broad responsibility for the management of Federal science programs or for participating in the formulation of agency research and engineering policies. Cost: \$100.

IDEAS AND AUTHORS--PUBLIC ISSUES AND PROBLEMS # 1
29 September - December 1900 E Street, N. W., Washington, D. C.

This series of four monthly two-day discussion sessions, the first on 29 and 30 September, will focus on significant national problems. With their highly informed authors and knowledgeable critics, Federal executives will examine four outstanding books on vital issues. Nominees should be in GS-14 or above. Cost: \$100.

OTHER EXTERNAL TRAINING NOTES

TRANSPORTATION INSTITUTES The School of Business Administration, American University, has announced a series of institutes in conjunction with its transportation management training programs. In some cases, fees are fixed at a higher scale than was announced in the April 1966 OTR Bulletin.

20th Air Transport Management Institute
31 October - 11 November 1966 Fee: \$285

5th Workshop Conference on Coordinated Transportation
30 November - 2 December 1966 Fee: \$175

21st Railroad Management Institute
9 - 20 January 1967 Fee: \$285

19th Institute on Logistics and Traffic Management
6 - 17 March 1967 Fee: \$285

21st Air Transport Management Institute
30 October - 10 November 1967 Fee: \$285

UNIVAC The UNIVAC Education Center, 2121 Wisconsin Avenue, N. W., Washington, D. C., conducts programs for personnel of firms and government agencies using its equipment to familiarize them with its use. Separate instructional courses are provided for programmers and for managers. Upcoming courses are:

| | |
|------------------------|--|
| 1004 Programming | 6-15 September |
| 418 Programming | 19 September- 7 October |
| ADP Management Seminar | 19-23 September 24-28 October 28 November- 2 December |

OFF-CAMPUS PROGRAM
1966-67 ACADEMIC YEAR

George Washington University and American University are both offering courses again in the 1966-67 Off-Campus Program at CIA. This program, open to those in an overt status, enables Agency employees to pursue graduate as well as undergraduate courses at somewhat reduced rates. It is expected that both credit and noncredit courses will be offered. Credit courses, to cost \$120 each, may be taken separately or as part of a degree or certificate program; noncredit courses will cost less and must be taken individually. Enrollment may be on a personal basis or under Agency sponsorship. Classes, with the exception of those in mathematics, will be held in the Headquarters Building. Except for one noncredit course, instructors are Agency personnel accredited by the universities.

Registration for the Fall term will be in Room 1A-07, Headquarters, on Tuesday and Thursday, 13 and 15 September. American University courses are expected to begin the last week in September and to run for sixteen weekly sessions. George Washington University courses are expected to begin the first week in October and to run for fifteen weekly sessions. Mr. John Lobuts of George Washington University will provide preregistration counseling on George Washington University courses and degree programs on 7 September, also in Room 1A-07 Headquarters. Appointments to meet him on that day can be arranged through the office of the OTR Registrar, extension [REDACTED]. He will also be present on the registration dates.

Fuller information on the Off-Campus Program, particularly on course content, has been published in a Headquarters Employee Bulletin.* Additional information may be had also by calling the office of the OTR Registrar, extension [REDACTED].

Tentative courses are:

George Washington University

Introductory Anthropology 1 (Fall)

Introductory Anthropology 2 (Spring)

*Dated 22 July 1966.

English Composition 1 (Fall)

English Composition 2 (Spring)

Geography 165 Eastern and Southeastern Asia (Fall)

Geography 164 Communist China (Spring)

Geography 155 Africa (Fall)

Geography 166 The Soviet Union (Spring)

History 39-40 European History (Fall-Spring)

History 71-72 The Development of the Civilization of the United States (Fall-Spring)

History 181-182 Diplomatic History of the United States (Fall-Spring)

History 145-146 History of Russia (Fall-Spring)

History 164 South America Since Independence (Fall)

Mathematics 21 Calculus I (Fall)

Mathematics 22 Calculus II (Spring)

Political Science 9-10 Government of the United States (Fall-Spring)

Political Science 171 International Politics (Fall)

Political Science 172 Organization and Function of the United Nations (Spring)

Political Science 190 Politics of Middle and Southern Africa (Fall)

Political Science 191 Government and Politics of the Middle East (Fall)

Political Science 192 Government and Politics of North Africa (Spring)

Political Science 193 Government and Politics of South and Southeast Asia (Fall)

Political Science 194 Government of China and Japan (Spring)

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Psychology I General Psychology (Fall)

Psychology II Psychology of Motivation and Personality (Spring)

Noncredit: Fundamentals of Investment (Fall)

Noncredit: Building or Buying a Home (Fall) (Non-Agency instructor)

American University

Introduction to Quantitative Economics (Fall and Spring)

Price Analysis I: Prices and Production (Fall)

Price Analysis II: Income Distribution (Spring)

The Systems Approach (Fall)

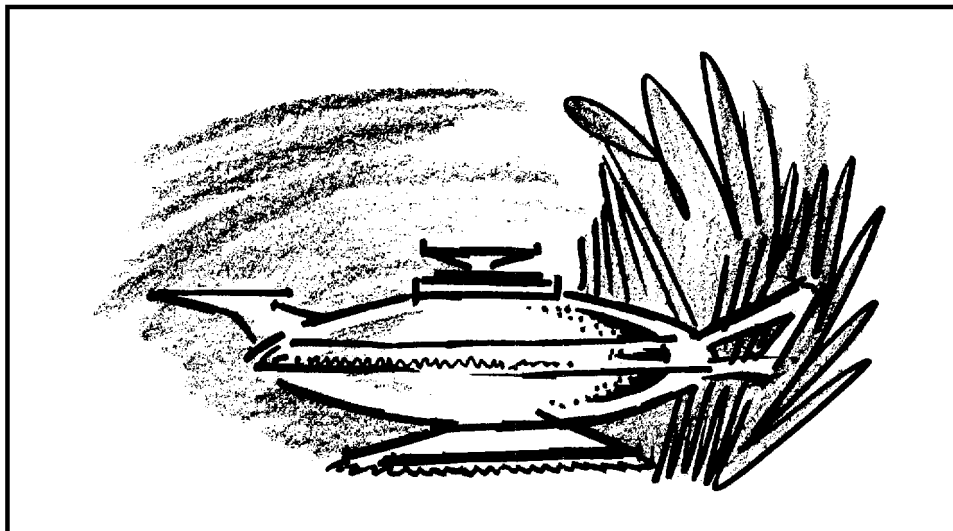
Automatic Data Processing Systems (Graduate) (Fall)

Operations Research in Management (Fall)

Management of ADP Systems (Fall)

Management Information and Reporting Systems (Graduate) (Fall)

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FALL SESSION SCHEDULES OF
WASHINGTON-AREA UNIVERSITIES

Note to Training Officers: ETB must have requests for Agency sponsorship of employees in courses at the following universities a minimum of three weeks prior to registration.

AMERICAN UNIVERSITY

| | |
|---------------|---|
| Registration: | 15-16 Sep (10 a.m.-2 p.m., returning full-time students; 3 p.m.-7 p.m., returning part-time students.) 17 Sep (general, 9:30 a.m.-12:30 p.m.) 19 Sep (general, 3 p.m.-7 p.m.) |
| Classes: | 21 Sep - 21 Jan |

CATHOLIC UNIVERSITY

| | |
|---------------|---|
| Registration: | 15-16 19-20 Sep, undergraduate 21-23 Sep, full-time and part-time graduate 24 Sep, part-time graduate |
| Classes: | 21 Sep - 14 Jan, undergraduate 26 Sep - 20 Jan, graduate |

D. C. TEACHERS COLLEGE

| | |
|----------------|--|
| Registration: | 7 Sep, day school 12 Sep, evening school |
| Classes begin: | 12 Sep, day school 13 Sep, evening school |

DEPARTMENT OF AGRICULTURE GRADUATE SCHOOL

| | |
|---------------|-----------------|
| Registration: | 10 - 17 Sep |
| Classes: | 19 Sep - 13 Jan |

DUNBARTON COLLEGE

| | |
|---------------|-----------------|
| Registration: | 16 - 17 Sep |
| Classes: | 19 Sep - 27 Jan |

GALLAUDET COLLEGE

Registration: 15, 16 Sep, undergraduate
17 Sep, graduate
Classes: 19 Sep - 28 Jan

GEORGE MASON COLLEGE, UNIVERSITY OF VIRGINIA

Registration: 14 Sep, returning students
15 Sep, new students
Classes: 16 Sep - 25 Jan

GEORGE WASHINGTON UNIVERSITY

Registration: 14-15 Sep
Classes: 19 Sep - 21 Jan

GEORGETOWN UNIVERSITY

Registration: 19 Sep, sophomores, transfers,
graduate students
20 Sep, juniors, seniors, graduate
students
21 Sep, freshmen
Classes: 21 Sep - 26 Jan, graduate
22 Sep - 26 Jan, undergraduate

HOWARD UNIVERSITY

Registration: 13-14 Sep
Classes: 15 Sep - 23 Jan

MONTGOMERY JUNIOR COLLEGE

Registration: 7-13 Sep
Classes: 14 Sep - 3 Feb

PRINCE GEORGE'S COMMUNITY COLLEGE

Registration: 16-17 Sep
Classes: 20 Sep - 21 Jan

UNIVERSITY OF MARYLAND

Registration: 12-16 Sep

Classes: 19 Sep - 25 Jan

UNIVERSITY OF VIRGINIA, NORTHERN VIRGINIA CENTER

Registration: 22 Aug - 15 Sep

Classes begin: 19 Sep

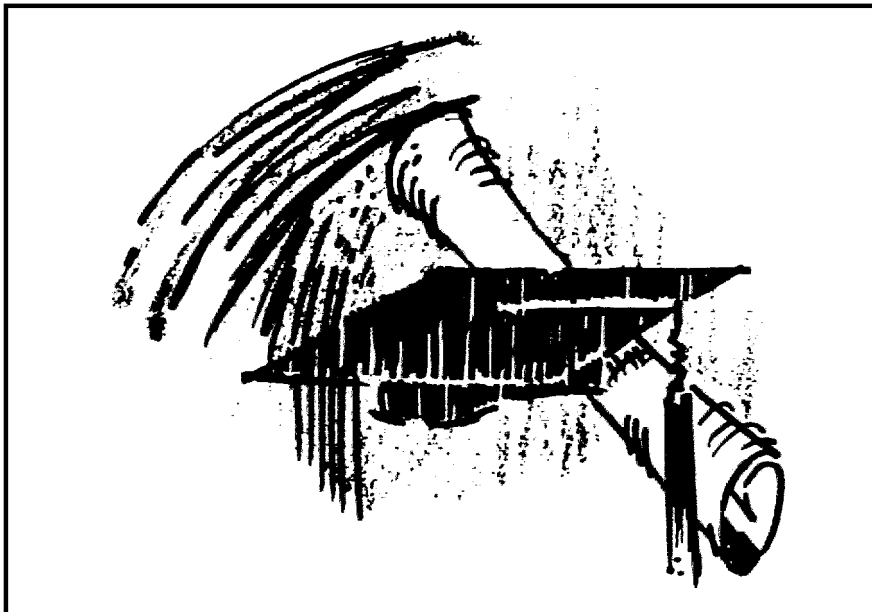
SCHOOL OF ADVANCED INTERNATIONAL STUDIES,
JOHNS HOPKINS UNIVERSITY

Registration: 19 Sep

Orientation lectures
and registration
conferences: 20 - 23 Sep

Classes: 26 Sep - 27 Jan

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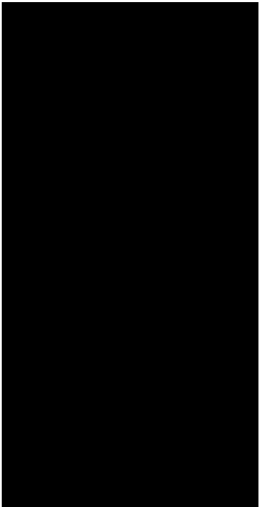
Office of Training

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25X1A

- Director of Training
- Deputy Director of Training
- SCHOOLS
 - Intelligence
 - Language Training
 - Operations
 - International Communism
 - Support
- STAFFS
 - Career Training Program
 - Plans and Policy
 - Registrar
 - Deputy Registrar
 - Adm, Info, Records
 - External Training
 - Support

John Richardson



- Rm 819, Glebe
- Rm 819, Glebe
- Rm 711, Glebe
- 2107 Washington Bldg
- Annex, Arl Towers
- Rm 620, Glebe
- Rm 639, Glebe
- Rm 632, Glebe
- Rm 743, Glebe
- Rm 807, Glebe
- Rm 839, Glebe
- Rm 839, Glebe
- Rm 832, Glebe
- Rm 835, Glebe
- Rm 820, Glebe



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Directory of Training Officers

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SENIOR TRAINING OFFICERS

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O/DCI
DDI
DDP
DDS&T
DDS

7E-07
2E-52
3C-29
6E-68
GB-37

TR

DCI

O/IG
Inspection Staff
Audit Staff
General Counsel
Cable Secretariat
O/PPB
ONE

7D-49
1201 Key
7D-07
1A-53
6E-08
7E-47

DDI

O/DDI
CGS
OCR
ORR

2E-52
7F-35
2E-61
4F-19
4F-19

| | | | |
|-----------------------|-------------------|--|--|
| 25X1A | | 25X1A | |
| STATSPEC | <u>DDI</u> (cont) | OCI OBI DCS [REDACTED] NPIC | 6G-29 4F-28 902 Key 1004 Key [REDACTED] |
| | <u>DDS</u> | Administration Communications Finance Logistics Medical Personnel Security Training | G B-37 GD-09 1211 Key 1215 D Ames 1D-4044 5E-56 4E-71 839, 1000 Glebe |
| | DDS&T | FMSAC OCS OEL ORD OSA OSI OSP | 1A-35 GD-0404 2F-39 6E-68 5B-2806 6F-24 5G-00 |
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